

# [Special Feature 2] Productivity Improvement

## Enhancing Productivity to Realize the Group's Aspiration

### (i) Transformation for adapting to the future

#### (1) FutureX initiatives

SuMi TRUST Bank launched "FutureX," a company-wide project to improve productivity, in April 2024.

The environment surrounding us is changing at an unprecedented speed, with a declining working population, accelerating aging society, increasing mobility of human resources and career aspirations, advancing technological innovation, and a shift toward collaborative and empathic communication. Seizing the wave of such change as an opportunity, we are vigorously working to use innovative technologies such as AI, radically reform business processes, optimize decision-making, and change our mindset.

Initiatives in the FutureX project go beyond simply improving operational efficiency to redefine the way we work, the way the organization should be, and the very vision of the future of the company. Becoming a company to create the future without fear of change. We are taking that first step.

#### (2) Activities of evangelists (people who promote our concept)

We assigned approximately 400 evangelists nationwide in October 2024. They play an important role in solving the challenges of streamlining their branch by leveraging new tools and digital skills. In the FutureX initiatives, we work with these evangelists to transform the way we work and strive to evolve our organizational climate and corporate culture.



**Takahiro Ishige**  
(in charge of promoting the FutureX project)  
Managing Executive Officer  
SuMi TRUST Bank

### (ii) Accelerating AI transformation (AX) through IT/digital integration

#### (1) Collaboration with Trust Base and in-house development of generative AI in CoE

Together with Trust Base, a digital strategy subsidiary established in April 2021, SuMi TRUST Group has acquired and accumulated knowledge through R&D of advanced technologies to strengthen our capabilities to achieve Trust x DX. In particular, in the area of generative AI, we started a collaborative PoC with external partners immediately after its appearance, and we were the first company in our Group to verify the possibility of applying AI to business operations and its effect on improving productivity. In 2024, we established a CoE for generative AI and formed a team to consult



CoE members of generative AI at Trust Base

on R&D and business transformation using generative AI. The CoE, as a core organization for AX promotion, consists of members with specialist skills in infrastructure and security, designers, engineers, and business consultants to drive AX in the Group through the development of generative AI products.

#### (2) Integrating IT/digital systems to strengthen execution capabilities

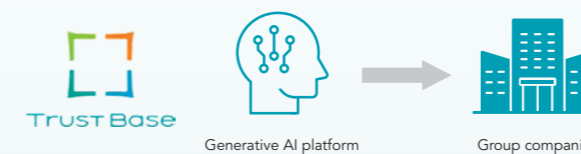
Integrating IT and the digital arena at the strategic level is essential for business transformation. So far, the Digital Transformation Department had promoted R&D of advanced technologies such as AI, and business transformation with a digital origin, and IT-related departments had provided IT infrastructure for robust business operations of financial institutions. Thus, we had two separate sections of promoting IT and digital strategies. In fiscal 2025, we will integrate the IT System Planning and Management Department and the Digital Transformation Department to consolidate the authority for investment resource allocation and architecture control, strengthen the organization to become a digital/IT organization with the ability to execute, and accelerate Group DX initiatives.

### (iii) Improving productivity through the use of generative AI

#### (1) Provision of generative AI platform

In fiscal 2024, we focused on creating use cases for productivity improvement using generative AI in broad-ranging fields, including front, middle, and back offices. While we apply it in a wide variety of business, we are working to identify the possibility of unification and standardization from a technical perspective and promote it efficiently in the Group. More specifically, we are planning to develop a generative AI platform and deploy it to the Group during fiscal 2025. The platform will be designed to be easy to build generative AI applications suited to individual tasks, and we will apply generative AI to a wide range of tasks, deliver operational changes driven by AI to operational sites, and improve company-wide productivity.

#### Deploying AI platforms to the Group



#### (2) Examples of improving productivity and operational quality using generative AI

We believe that generative AI is a technology for not only improving productivity through supporting decision-making and operational efficiency, but also contributing to operational quality improvements. For example, our employees had drawn up an anticipated Q&A for a general meeting of shareholders based on news releases, disclosure materials, etc., and this required a lot of person-hours in the past. However, we could reduce these person-hours significantly by using generative AI instead. For client support, we have released AI that supports responses to clients based on our accumulated knowledge such as Q&A, and this allows branch staff members even if they are newly appointed to respond to specialized inquiries from clients. This AI is being used at all branches of SuMi TRUST Bank. In addition, generative AI is effective in improving the productivity of development. In an example of an application developed at Trust Base, an engineer with less than a year of development experience built an application, while such application would have needed several engineers and taken three months to build previously. The engineer did this by generating code based on natural language and implemented it in about a month. We are aware of the benefits of productivity improvements. We will continue to apply generative AI to a wide range of areas to improve productivity and quality.

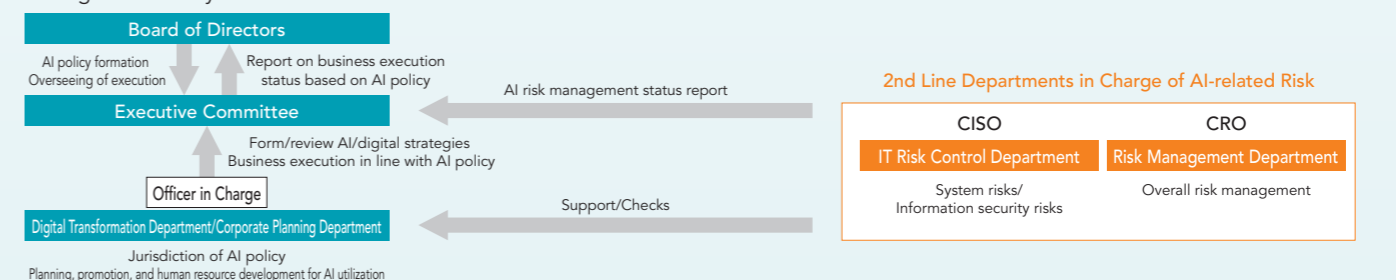
### (iv) Building AI governance framework

#### Establishment of AI policy

As mentioned above, SuMi TRUST Group is working to utilize digital technology, including AI, to improve productivity. While AI is essential for improving operational efficiency and creating new value, it also poses certain risks. In order to promote the utilization of AI under appropriate risk management and control, under the supervision of the Board of Directors, we have established an AI governance system that is in harmony with the existing risk management

system and have established the "Sumitomo Mitsui Trust Group AI Policy." This policy sets out ten principles, covering areas including human-centered operations, safety/robustness, fairness, privacy protection and security. Going forward, we will update and implement this policy while taking into account changes in the external environment including technological evolution, and work to both promote AI utilization and ensure risk management.

#### AI governance system



For more information on the SuMi TRUST Group's AI policy, please see here.  
[https://www.smtg.jp/english/-/media/tg/english/sustainability/management/pdf/E\\_ai-policy.pdf](https://www.smtg.jp/english/-/media/tg/english/sustainability/management/pdf/E_ai-policy.pdf)

